

AGILE ACQUISITION (JULY 2004) ACQUISITION TRANSFORMATION AND LEADERSHIP AWARDS FOR CY2003

Grant Cole

The Acquisition Transformation and Leadership Awards are newly established individual and team awards designed to recognize top performers in the leadership of defense acquisition programs. These are annual awards governed by Air Force Instruction (AFI) 36-2835, *Annual Acquisition Awards Program*.

The inaugural winners by category are:

Agile Acquisition Transformation Leadership Award

Team—NAVSTAR GPS Advanced User Equipment Branch Integrated Product Team, Los Angeles AFB, El Segundo, Calif. The team successfully transitioned the Frequency Domain Interference Suppressor Appliqué from a laboratory demonstration system to production and installation on weapon delivery platforms. The team's innovative acquisition strategy provided a quick-response solution to real-world jamming threats against the Global Positioning System, thereby allowing unimpeded navigation capability in the extremely challenging electronic warfare environments encountered during Operation Iraqi Freedom. This ensured warfighters' ability to successfully execute their missions with fewer sorties, fewer munitions, and significantly reduced collateral damage and unintentional loss of life.

Individual—Kathy Brockholdt, deputy program manager, PEO/CM. Brockholdt expertly led a diverse team of professionals in a complex, high-visibility, \$600 million acquisition to outsource the AF Pentagon Communications Agency workload. Her professional agility, adaptability, and strategic vision were instrumental in ensuring that military support of the agency's vital national security interests was seamlessly transitioned to contract performance.

Outstanding Air Force System Program Office

Reconnaissance Systems Program Office (RSPO)—Wright-Patterson AFB, Dayton, Ohio. The RSPO continually satisfied customer needs while delivering capability to the warfighter. Their Big Safari team supported hundreds of combat sorties and thousands of flight hours across a diverse fleet of airborne intelligence, surveillance, and reconnaissance weapons systems. While Global Hawk was an integral part of the RSPO for the majority of 2003, Global Hawk's success went beyond direct warfighter support, pioneering new gains in acquisition processes by implementing multiple evolu-

tionary acquisition initiatives, which resulted in better intelligence, surveillance, and reconnaissance capabilities for warfighters. Meanwhile, the RSPO team continued developing new systems promising dramatic improvements in warfighter capabilities.

Outstanding Air Force System Program Directors

Military—Col. Joseph Smyth, system program director, E-10A. The outstanding professional skills, leadership, and tireless efforts of Smyth singularly resulted in the creation of the E-10A acquisition program, which turned the Air Force chief of staff's vision into a reality. Smyth leads development of the next generation radar and battle management command and control that will provide combatant commanders cruise missile defense as well as the means to strike time-critical targets within minutes of detection. Engaging the warfighter in key design decisions, Smyth established a close relationship between the warfighter and program office ensuring delivery of an effective weapon system.

Civilian—Thomas Robillard, director, Counterair Joint System Program Office. His active and insightful actions effectively implemented the principles of agile acquisition on the weapons systems assigned to the program office and served as successful examples to other acquisition programs. Robillard's ability to form a cohesive, collaborative team with the joint warfighters, contractor, and all other stakeholders was instrumental in designing a portfolio of programs that contained realistic, achievable requirements, that were executed at an acceptable level of risk, and that delivered meaningful capabilities when required and as promised.

Outstanding Air Force Program Manager Award

Military—Lt. Col. Timothy Morris, PM, Next Generation AMRAAM. Morris led a team of 42 military, civilian, and support contractor personnel in the development and production of the next generation capabilities for the Advanced Medium Range Air-to-Air Missile (AMRAAM). He implemented numerous acquisition management initiatives designed to decrease the cycle time for fielding new capabilities. Additionally, he instituted a new risk management construct with a highly collaborative program decision-making process to ensure that program commitments are achieved and credibility is fostered with joint service warfighters.

Civilian—Dr. John Corley, director, AMRAAM International. Corley led a team of 31 military, civilian, and support contractor personnel in administering foreign military sales of the AMRAAM. He led all aspects of the sales of the missile to 27 foreign customers, representing over

\$200 million in missile and support contracts. The economic order quantity advantages from this volume of foreign sales enabled the Air Force and Navy to purchase 37 percent more missiles than they would have otherwise been able to acquire. Corley led a team to find ways to upgrade existing foreign missile inventories and secured the OSD's endorsement to pursue this international effort. His actions assure coalition interoperability for the next decade.

Outstanding Air Force Program Managers

Military—**Capt. James Dobbs**, PM, Tactical Automated Security System. Dobbs efficiently organized and led the source selection process for a \$498 million contract designed to modernize and transform AF security system installations worldwide, resulting in a successful contract award in less than eight months. In response to urgent security requests in support of Operation Iraqi Freedom, Dobbs oversaw the deployment of an installation team to employ the first-ever Air Force ground radar security system at Tallil Air Base, Iraq. Dobbs also managed a U.S. Air Forces, U.S. Central Command (CENTAF) contract in direct support of operations Enduring Freedom and Iraqi Freedom, equipping seven forward operating bases with the latest security technology, including improved thermal imagery and detection sensor devices.

Civilian—**Kathleen Joly**, PM, Classified Programs. Joly managed Big Safari's \$52 million robust special projects capability that played a pivotal role in the global war on terrorism. She also led Team Phoenix in building a partnership between two defense contractors in response to a \$42 million operational Class A Mishap. She provided critical program and aircraft security during the investigation and accelerated a follow-on aircraft's modification by three months to meet all operational taskings.

Outstanding Air Force Acquisition Staff Officer

Lt. Col. Joseph McWilliams, deputy chief, Acquisition Policy Management Division. McWilliams' leadership, knowledge, and initiative were the catalysts that focused the talents and energies of the individuals, groups, and teams he nurtured. His support was crucial during the DoD's revision of the DoD 5000 series. The acting USD (AT&L) recognized his abilities and worked personally with him to conduct a line-by-line review of DoD 5000. Of equal importance to Air Force acquisition's support of the warfighter was his development of acquisition policy training courses that were precisely tailored to headquarters, major command, and base needs. McWilliams' leadership provided the foundation as the Collaborative Process Team set the standard for all future collabora-

tive efforts and produced the first-ever set of common terms, definitions, and graphic depictions of processes used by the acquisition, executive office, and test and evaluation communities. He inspired the design and implementation of a structured yet responsive process that makes synergy the bedrock for warfighter, tester, and developer cooperation in requirements development and capability production.

AMERICAN FORCES PRESS SERVICE (AUG. 16, 2004)

MAGAZINE RECOGNIZES DEFENSE LOGISTICS AGENCY'S IT OPERATIONS

FORT BELVOIR, Va.—*CIO* magazine, published to meet the needs of chief information officers (CIOs) and other information executives, has named Defense Logistics Agency (DLA)'s information operations directorate as a recipient of the "2004 CIO 100."

DLA's information technology (IT) capabilities and its chief of information operations, Mae De Vincentis, and her staff are profiled in the Aug. 15 issue of the magazine.

Every year, *CIO* recognizes 100 organizations for their operational and strategic excellence in information technology. This year's theme was "Agile 100," and organizations were evaluated on their ability to respond quickly to changing business environments, showing measurable results in how they used information technology to enable and support agility across the organization. The magazine covers private and public sector IT practices from an executive perspective.

"At a time when the country's military is meeting numerous challenges, this award means a great deal to all of us at DLA," said Navy Vice Adm. Keith W. Lippert, DLA's director. "It is particularly meaningful because it is based on ways that IT's agility contributes to the agility of the whole organization and thus reflects how IT makes us more responsive to warfighters' needs worldwide."

Among the other companies and government agencies included in this year's Agile 100, are Dell, the Dow Chemical Company, 7-Eleven, FedEx, General Motors, the Harvard Business School, Northrop Grumman, Raytheon, and Staples.

"I am proud of the contributions we have made in IT that help DLA meet its many commitments to America's armed forces," said DeVincentis, who reports directly to Lippert.

The recipients of the CIO 100 award were selected through a three-step process. First, companies filled out an online application form detailing their agile practices in both business and IT. Next, teams of CIO magazine editors and writers reviewed the applications in depth, looking for unique practices and substantial results. Finally, the teams met for a day-long meeting to debate the merits of each nominee and vote on the final 100.

While DLA officials are understandably pleased with the recognition, De Vincentis said, they also understand that their IT capabilities are only a part of the whole picture.

"IT can be a great enabler of faster, more flexible responsiveness, but only if it is part of an integrated cross-functional approach," she said. "DLA is constantly striving to quickly and consistently muster all its strengths across the enterprise to meet customers' needs. This type of strategic approach to leveraging IT's potential is not easy to implement and sustain, particularly in a large global organization like DLA, given the number of competing priorities and the daily challenges of operational commitments. So this award provides an important reinforcement that we are on the right track as we continue to refine our approach to be increasingly agile and effective."

De Vincentis and several members of her team will be present at the sixth annual awards ceremony Aug. 24 in Colorado Springs, Colo. She said she would accept the award not only on behalf of her IT staff, but also on behalf of the entire DLA team.

"Our work force understands the needs of DLA's external customers, and they do a great job of providing IT support that is effectively focused on the related business process requirements of our internal DLA customers. Thus they play a key role in ensuring DLA provides strong service across its several mission areas," De Vincentis said. "We also receive support from other organizations within the Department of Defense and from various private sector firms. So this award honors all of those who help make IT a valuable contributor to DLA's vital role in providing a broad array of logistics support functions for our military services and numerous other customers, every minute of every day."

From its headquarters at Fort Belvoir, Va., the Defense Logistics Agency is the one source for nearly every consumable item the U.S. military uses, whether for combat readiness, emergency preparedness, or day-to-day operations.

ARMY NEWS SERVICE (AUG. 6, 2004) UNITS RECEIVE DA MAINTENANCE AWARDS

WASHINGTON—Twenty-three Army units from around the world received the 2003 Army Award for Maintenance Excellence at a ceremony Aug. 4 in Alexandria, Va.

"These guys are like linemen on the Army's football team. They pound it out every day to keep units combat ready and they don't normally get the glory," said Brig. Gen. William "Mike" Lenaers, commandant of the U.S. Army Ordnance Center and School. "We're taking the time to recognize them."

Awards were presented by Lenaers, Lt. Gen. Claude Christianson, deputy chief of staff, G-4 (Logistics); and CW5 James Wynne, regimental chief warrant officer of the Ordnance Corps.

Winning units received a plaque, a Chief of Staff of the Army Star Note, and a note from the sergeant major of the Army congratulating them for their outstanding accomplishments.

The Army Award for Maintenance Excellence was established in 1982 to recognize units from all Army components for outstanding maintenance programs that increase operational readiness and enhance mission capability.

Army units are better because the competition causes them to take a hard look at themselves, to identify their weaknesses and to build on their strengths, Lenaers said.

Units that received the award displayed competence in maintenance above the standard regulations by improving technical proficiency, increasing operational readiness, and enhancing mission capability, officials said.

"We had a good program to begin with; we just raised the bar to achieve excellence," said Maj. Kira Terhune of the 297th Military Intelligence Battalion, Fort Gordon, Ga., runner-up in the category for active large deployable units.

The improvements these units make and the training they implement serve the entire force and are integral to mission success, according to program documents.

"We developed maintenance and driver training programs to improve operator proficiency and equipment readiness," said Maj. Nicole Spruill, who accepted the

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award for the HHC, 807th Medical Command from Seagoville, Texas. "Our training also benefits subordinate units."

Competition for the award is intense and demanding, participants said. Units from the active Army, Army Reserve, and National Guard submit nomination packages through their major commands for review. Selected packages then advance to the U.S. Army Ordnance Center and School at Aberdeen Proving Ground, Md., for thorough evaluation. Semifinalists are chosen and scheduled for a rigorous on-site inspection by a team of experts.

The experts, selected by the U.S. Army Ordnance Center and School examine the unit's maintenance programs, observe maintenance activities, and inspect maintenance records and safety programs. They also review tool inventories and interview key members within maintenance operations.

Winners and runners-up are then selected for the Chief of Staff, Army Award for Maintenance Excellence. Six of the winning units are also nominated to compete for the Secretary of Defense's Maintenance Award.

"This took months of preparation, from the ground to the battalion commander," said 1st Sgt. Hopeton Staple of the 532nd Military Intelligence Battalion from Seoul, Korea.

"This award really means a lot to those soldiers on the ground from our unit," he said. "The mechanics and supply clerks are the ones who make it happen; without them none of this would be possible."

The award program is co-sponsored by the National Defense Industrial Association. Units awarded:

ACTIVE ARMY TABLE OF ORGANIZATIONAL ELEMENTS (TOE) UNITS

Small Category

Winner: 11th Signal Detachment, 2nd Signal Brigade (Network Enterprise Technology Command) (Advanced to DoD competition)

Runner-up: Headquarters and Headquarters Company (HHC), 501st Military Intelligence Brigade (Intelligence and Security Command)

Medium Category

Winner: 3rd Military Intelligence Battalion (Intelligence and Security Command) (Advanced to DoD competition)

Runner-up: 524th Military Intelligence Battalion (Intelligence and Security Command)

Large Category

Winner: 532nd Military Intelligence Battalion (Intelligence and Security Command) (Advanced to DoD competition)

Runner-up: 297th Military Intelligence Battalion (Intelligence and Security Command)

NATIONAL GUARD TABLE OF ORGANIZATIONAL ELEMENTS (TOE) UNITS

Small Category

Winner: Headquarters and Headquarters Detachment (HHD), 690th Maintenance Battalion (North Carolina)

Runner-up: 5694th Engineer Detachment (Ohio)

Medium Category

Winner: 732nd Maintenance Company (North Carolina)

Runner-up: A Company, 434th Maintenance Support Battalion (Minnesota)

Large Category

Winner: 2nd Battalion, 156th Infantry Regiment (Louisiana)

Runner-up: 690th Maintenance Battalion (North Carolina)

TABLE OF DISTRIBUTION AND ALLOWANCES (TDA) UNITS

Small Category

Winner: Aviation Flight Detachment, Headquarters and Headquarters Company (HHC), Operations Group, Combat Maneuver Training Center (CMTC) (U.S. Army Europe) (Advanced to DoD competition)

Runner-up: Equipment Concentration Site 66 (Forces Command)

Medium Category

Winner: 58th Transportation Battalion, 3rd Chemical Brigade (Training and Doctrine Command) (Advanced to DoD competition)

Runner-up: Maintenance Activity Pirmasens (U.S. Army Europe)

Large Category

Winner: Maintenance Activity Kaiserslautern (U.S. Army Europe) (Advanced to DoD competition)

Runner-up: 527th Military Intelligence Battalion (Intelligence and Security Command)

ARMY RESERVE TABLE OF ORGANIZATIONAL ELEMENTS (TOE) UNITS

Small Category

Winner: 912th Medical Company (Forces Command)

Runner-up: 842nd Quartermaster Company (Forces Command)

Medium Category

Winner: Headquarters and Headquarters Company (HHC), 807th Medical Command (Forces Command)

Runner-up: Headquarters and Headquarters Company (HHC), 160th Military Police Battalion (Forces Command)

Large Category

Winner: 94th General Hospital (Forces Command)

Runner-up: None selected

AIR FORCE PRINT NEWS (AUG. 5, 2004) ROME ENGINEER RECEIVES HAROLD BROWN AWARD

ROME, N.Y.—H. John Mucks, an electronics engineer for the Air Force Research Laboratory's information directorate, is the recipient of the 2004 Harold Brown Award, the Air Force's highest honor for research and development.

The award, named for the former secretary of the Air Force and later secretary of defense, recognizes significant achievements in research and development. It is awarded through the Air Force chief scientist's office to a researcher who has made a substantial improvement to the operational effectiveness of the Air Force.

Mucks, a 22-year member of the Rome staff, was selected for the honor in recognition of his development and application of the Web-based Time Line Analysis System.

WebTAS provides a capability to rapidly connect to diverse data sources and combine the data in multiple analytical/visualization tools, with the goal of providing alerts or warnings of developing situations. Currently, WebTAS supports operational users in the tracking of events, individuals, and/or organizations supporting counterinsurgency, counterdrug, counterterrorism, and law enforcement. It was also used by the Department of Defense Columbia Investigation Support Team to correlate, validate, and visualize multiple databases of sensors and related information involving the Feb. 1, 2003, breakup of the space shuttle.

In June 2003, Mucks was honored by the Department of Defense's counterdrug technology development program office with its John J. Pennella Award, presented annually to recognize individuals whose dedication and performance have made a significant contribution to the

counterdrug program. He was also one of two engineers from the directorate's information and intelligence exploitation division to share the 2001 DoD Counterdrug Technology Development Program Technical Agent of the Year award, recognizing an individual or individuals who are "effective, efficient, and proactive in executing technology programs that meet the needs of the counterdrug community."

OSD AWARD FOR EXCELLENCE GOES TO DEIDRE LEE, MARK KRZYSKO, LISA ROMNEY

Deidre Lee, director, defense procurement and acquisition policy (DPAP), Mark Krzysko, deputy director, DPAP, e-Business, and Lisa Romney, senior procurement analyst, DPAP, e-Business were presented with the Office of the Secretary of Defense (OSD) Award for Excellence. Each recipient was given a plaque signifying the honor during a ceremony on Aug. 30, 2004.

Lee, Krzysko, and Romney were recognized for providing outstanding leadership on the Federal Integrated Acquisition Environment (IAE) initiative. Through this initiative, common acquisition functions that can benefit all federal agencies will be managed as a shared service. IAE has provided such benefits as reducing purchase transactions costs and cycle times for acquisition actions, which enables managers to make better strategic and planning decisions.

The OSD Award for Excellence was presented to the DoD principals and lead action officers for their exceptional leadership and support of the President's Management Agenda/E-Gov for the period January 2002 through July 2004, as well as for supporting innovative approaches for improving the efficiency and effectiveness of the Chief Information Officer (CIO).

USD(AT&L) AWARDS

Acting Under Secretary of Defense (Acquisition, Technology and Logistics) Michael Wynne has instructed the department's acquisition leaders at all levels to recognize and reward individuals and teams whose efforts contribute to the improved acquisition of the products and services underpinning the warfighting and peacekeeping capabilities of the military services.

To review his "Policy on Recognition and Awards for Acquisition Personnel," visit the Director, Defense Procurement and Acquisition Policy Web site at <http://www.acq.osd.mil/dpap/award/opportunities.htm>.